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Information Outlook, July/August 2014

Special Libraries Association

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THE MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION



THE LIBRARY OR
INFORMATION CENTER
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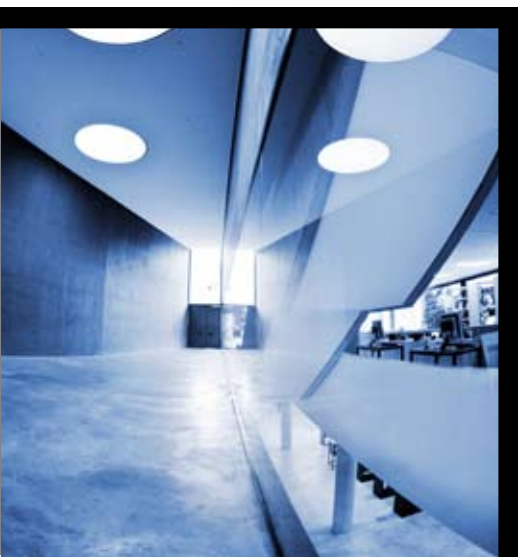
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Coming Back for More

We are continually re-evaluating our offerings to make sure we provide you with the tools and expertise you need to succeed.

BY JANICE LACHANCE, SLA CEO



The other day, I received a letter from James Scofield, retired chief librarian and news research coordinator for the *St. Petersburg Times* in Florida. Jim joined SLA in 1964, and that same year he attended the SLA Annual Conference in St. Louis. Every year thereafter, for the next 50 years, Jim attended the conference—until this year, when health problems prevented him from registering to come to Vancouver.

I'm disappointed Jim couldn't attend this year—disappointed for SLA as a whole and for Jim's News Division col-

meetings; more often, like this year, we add new elements to meet changing information needs and provide new learning opportunities.

For example, on the first two days of the conference in Vancouver, nine "Quick Takes" were presented on subjects such as big data, altmetrics, analytical and mapping tools, and networking. Each Quick Take was a 15-minute session that gave attendees a small but concentrated dose of information about a topic of current interest. We'll see what the surveys say about them,

presentations were longer and more comprehensive. These differing approaches were designed to allow attendees to select the format that best met their information needs, learning style, and conference schedule.

New Twists and Turns

What new events and approaches will next year's conference offer? Enough, I believe, to encourage each of the more than 360 first-timers who were in Vancouver to come to Boston. You are our future Jim Scofields, and we want to keep you coming back just as Jim kept coming back. The 2015 Annual Conference Advisory Council, chaired by Tracy Maleeff, is busy planning next year's content, and I know they will have some new twists and turns in store for everyone.

Between now and next June, we'll be doing a lot of other things to add more value to the SLA membership experience. In October, we'll be hosting our virtual conference, which will reprise some of the most popular sessions from Vancouver. If you missed SLA 2014 or couldn't make it to every session you wanted to attend, the virtual conference offers a convenient solution. The reviews from last year's participants were very positive, so be sure to register early—many of last year's attendees told us they will be attending the virtual conference again this year.

In September, voting will take place for the 2015 SLA Board of Directors. Prior to the election, the candidates will be answering questions posed by President-elect Jill Strand. Be sure to check the *SLA Blog* to see the candidates' answers to Jill's questions.

Later this year, we will be developing a new presentation format for *Information Outlook* that will maintain the existing features of an online magazine while also making it easier for you to access and share individual articles. We will be presenting several certificate

New programs and new ideas are essential if we are to continue delivering the value that will keep information professionals coming back for more.

leagues, but also disappointed for Jim himself. His attendance record is proof not only that he recognized the value of the conference to his professional development, but that the conference changed enough from year to year to keep him coming back for more.

The annual conference is our highest-rated product or service, and we put a lot of effort into making sure it stays number one. Every year we survey those who attended and those who didn't to find new ways to maximize the conference's value. Sometimes it's just a matter of tweaking the mix of educational sessions, networking opportunities, exhibitor functions, and business

but the buzz in the hallways was very positive.

Also this year, we offered "Spotlight Series" presentations that built on the individual "Spotlight Sessions" from past conferences. The presentations addressed three issues of current interest to information professionals: embedded information services, digital content and big data, and leadership in the human age.

The Quick Takes and the Spotlight Series presentations were intended to address critical information needs, but they took different approaches to meeting these needs. The Quick Takes were short and focused; the Spotlight pre-

courses in knowledge management and copyright, taught by experts in their respective fields. And we will be hosting more of our popular Twitter chats and PartnerTalks Webinars, the latter of which have been drawing upwards of 400 attendees.

As you can see, it's not just our conference that changes each year—all of our offerings are constantly being

re-evaluated to ensure we're providing you with the tools and expertise you need to succeed. New programs and new ideas are essential if we are to continue delivering the value that will keep information professionals coming back for more. I'm proud to say that we have been delivering that value for Jim Scofield. How has the value of SLA membership benefited you? **SLA**

'Informative, Fulfilling and Memorable'

During his long affiliation with SLA, Jim Scofield has done much more than travel to annual conferences.

In 1971, he became the first Floridian to chair the SLA News Division, which was founded in 1924. In 1987, he was awarded the division's highest honor, the Joseph F. Kwapi Memorial Award, named for the division's founder.

Born in Cincinnati, Jim worked as a writer and editor for newspapers in the Midwest before earning his degree at the University of Illinois. Soon afterward he moved to Florida and became the news research coordinator for the *St. Petersburg Times*, where he worked for more than three decades.

Proud of his Greek heritage—he was born Jim Skufakiss, but changed his name on the advice of a college adviser to improve his employment prospects—he became active in AHEPA, the American Hellenic Educational Progressive Association, eventually serving as its supreme

president. In 2009, the local AHEPA chapter in St. Petersburg changed its name to the James S. Scofield Chapter.

In 1994, Jim was presented with the Ellis Island Medal of Honor in the Great Hall at Ellis Island, where his father had entered the United States more than 80 years before. The medal honors those who support the American way of life while preserving the values of their ethnic group or contributing to humanity through their work.

"Thank you for helping make my later years in SLA more informative, fulfilling and memorable," he wrote in his letter announcing that he was unable to attend the 2014 Annual Conference. "I shall greatly miss your leadership plus the guidance and friendship of my many SLA colleagues."

Thank you, Jim, for all you have done for SLA and the information profession. We hope you get better soon!

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SLA 2014 • ANTI-SPAM LAW • ONLINE RESOURCES

Cindy Hill Tops List of Award Winners at SLA 2014

Cindy Hill, who served as president of SLA in 2004 and helped expand SLA's membership beyond North America by overseeing the establishment of the Australia and New Zealand Chapter, was given the John Cotton Dana Award, the association's most prestigious honor, at the SLA 2014 Annual Conference & INFO-EXPO in Vancouver.

The award is named after SLA's founder and is given in recognition of a lifetime of achievement as well as exceptional leadership of SLA and the information profession. Cindy was honored not only for her service as president but also for her contributions throughout her involvement in SLA, including her chairmanship of the 2012 Annual Conference Advisory Council.

Two other former SLA presidents, Anne Caputo and Jane Dysart, were named to the SLA Hall of Fame. Anne served as president in 2010 and recently retired after a lengthy career at Dow Jones, while Jane (president in 1995-96) founded the consulting firm Dysart & Jones in 1992 after working 17 years at the Royal Bank of Canada. Also named to the SLA Hall of Fame was Ann Shea, a former chair of the Southern California Chapter who was active in several divisions, advisory councils, and caucuses.

Other honors presented in Vancouver included the following:

- **Rose L. Vormelker Award:** Libby Trudell
- **Dow Jones Innovate Award:** Tracy Z. Maleff
- **2014 SLA Fellows:** Mary Ellen Bates, Tony Landolt, Catherine Lavallée-Welch, Daniel Lee, and Leslie Reynolds

Generous support for SLA 2014 was provided by the following conference partners:

- **Platinum Partners:** Dow Jones and Springer

- **Gold Partners:** Bloomberg BNA, Copyright Clearance Center, IET Inspec, HIS, LexisNexis, Lucidea, The New York Times, ProQuest, Taylor & Francis, and Wolters Kluwer | Ovid

- **Silver Partners:** Financial Times, Law 360, NewsEdge, and Wiley

The SLA 2015 Annual Conference & INFO-EXPO will be held June 14-16 in Boston. The conference will reprise the "Quick Take" sessions (which debuted this year in Vancouver) and will also include the popular vendor-sponsored Hot Topic sessions. New additions for 2015 will include "Master Class Sessions," an incarnation of spotlight sessions from past years that will cover advanced-level topics, as well as "Crescendo Sessions," 90-minute sessions that progress from beginner to advanced level. The keynote speaker will be Leigh Gallagher, assistant managing editor of *Fortune* magazine.

SLA Working to Comply with Anti-Spam Law

A new law that places broad restrictions on electronic messages sent to addressees in Canada, home to more than 800 SLA members, took effect on July 1.

The law, known informally as Canada's Anti-Spam Law (CASL), regulates all commercial electronic messages (CEMs) that encourage recipients to participate in a commercial activity, such as registering for a Webinar or buying a publication. Anyone who receives such a message **MUST** have consented to receive it.

CASL recognizes two types of consent: express and implied. Express consent requires CEM recipients to take action—for example, by signing a document, checking a box, or entering their e-mail address—to give their permission. Implied consent exists in cases where the recipient has been involved in a relationship (such as membership in SLA) within the past two years or has engaged in a business transaction

or entered into a contract during that period. Additionally, the recipient must not have expressed a desire to opt out of receiving CEMs from the sender.

CEMs that are sent within an organization and that relate to the organization's purpose are exempt from CASL. Communications outside of the scope of the ongoing business relationship will not be exempt if they encourage the purchase of a product or service.

In cases where implied consent existed before July 1, senders of CEMs generally have until 1 July 2017 to reconfirm permission. When asking for consent, recipients must be informed of the types of messages they will be receiving, the nature of these messages (for example, promotional or educational), and the action that needs to be taken to provide consent. Senders must provide an "unsubscribe" option at the end of every e-mail or text message they send.

Reference Study, Contributed Papers Now Available Online

What is the current state of reference resources in libraries? Elisabeth Leonard, executive market research manager at SAGE and formerly a reference librarian, conducted research to determine how librarians see reference, how they buy (or don't buy) reference, whom they believe reference is for, what criteria they use to evaluate reference, and what they believe reference publishers should be thinking about.

Leonard's findings are published in a whitepaper, *The State of Reference*, available free to SLA members on sla.org. Also available on SLA's Website are the 12 contributed papers presented at SLA 2014. *Organizing and Embedding a Library Hackfest into a First-Year Course*, by Sarah Shuja of York University in Toronto, was named the best of the contributed papers. **SLA**

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SCHOOL NAME CHANGE · ACQUISITION PRACTICE · MANAGING DATA

Library School Changes Name to Emphasize Career Options

The School of Library and Information Science at San José State University (SJSU) has changed its name to the School of Information, though it will continue to offer courses and a master's degree in library and information science as well as other programs traditionally geared toward students pursuing a career in the library field.

The name change is an acknowledgement of the fact that the school's graduates pursue careers in a broad range of fields, such as information governance, data visualization, digital asset management, information architecture, user experience design, and management of corporate records centers.

"We are excited to introduce a new name for the school that is more inclusive of all our educational programs and reflects the diverse career opportunities our graduates will have in the information professions," said Sandra Hirsh, the school's director. "Although the word 'library' no longer appears in the school's name, librarianship remains an integral part of our school's mission."

The school, founded in 1928, began offering a master's degree in library science (MLS) in 1954. The degree name was changed to MLIS in 1994 to reflect the evolution of the curriculum, and in 2008, the school added a second degree program, the master's in archives and records administration (MARA). Neither degree program is affected by the name change.

New Practice Offers Insights on Including Users in Acquisition Process

The National Information Standards Organization (NISO) has published a new recommended practice, *Demand Driven Acquisition of Monographs* (NISO RP-20-2014), that provides libraries, publishers, vendors, and aggregators with information and guidance about key aspects of DDA.

Demand driven acquisition, also

referred to as patron-driven acquisition, is a method used by libraries for collection development where monographs are purchased at their point of need when selected by users from a pool of potential titles. Although DDA is more commonly used for e-books, the method can also be applied to print publications. The new recommendations provide a single set of best practices for both formats and explain differences where they occur.

The practice addresses a broad range of topics, including the following: developing the goals and objectives of a DDA program, choosing the parameters of the program, reviewing profiling options, managing MARC records for DDA, removing materials from the consideration pool, assessing the program, and providing long-term access to unowned content.

"Under a traditional up-front purchase model for monographs, the acquisition process ends soon after the book arrives in the library," says Michael Levine-Clark, associate dean for scholarly communication and collections services at the University of Denver Libraries and co-chair of the NISO DDA Working Group. "DDA, on the other hand, requires long-term management of a preselected 'consideration pool' of titles available for purchase. The guidelines in this recommended practice will allow libraries to develop DDA plans for both electronic and print books that meet differing local collecting and budgetary needs."

The practice is available for free download from the Demand-Driven Acquisition Working Group Webpage on the NISO Website.

Energy Department to Require Digital Management Plans

The Office of Science of the U.S. Department of Energy has published new requirements for the management of digital research data that will take effect in October.

Under the new requirements, all

Office of Science research solicitations and invitations for new, renewal, and (in some cases) supplemental funding must include a data management plan (DMP) that does the following:

1. DMPs should describe whether and how data generated in the course of the proposed research will be shared and preserved. If the plan is not to share and/or preserve certain data, the DMP must explain the basis of the decision (such as cost-benefit considerations). At a minimum, DMPs must describe how data sharing and preservation will foster validation of the results or how the results can be validated if data are not shared or preserved.
2. DMPs should provide a plan for making all research data displayed in publications open, machine-readable, and digitally accessible to the public at the time of publication. In addition, the underlying digital research data used to generate the displayed data should be made as accessible as possible to the public. The published article should indicate how these data can be accessed.
3. DMPs should consult and reference available information about data management resources to be used in the course of the proposed research. In particular, DMPs that explicitly or implicitly commit data management resources at a facility beyond what is conventionally made available to approved users should be accompanied by written approval from that facility.
4. DMPs must protect confidentiality and personal privacy, recognize proprietary interests and intellectual property rights, and avoid significant negative impact on innovation. There is no requirement to share proprietary data.

For more information, visit the Office of Science Website. **SLA**

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The Library or Information Center of the Future

ADVANCES IN TECHNOLOGY WILL CONTINUE TO RESHAPE THE LIBRARY LANDSCAPE, SO CREATIVITY AND FLEXIBILITY WILL BECOME EVER MORE CRITICAL TO THE SUCCESS OF INFORMATION PROFESSIONALS.

BY STUART HALES

What will libraries and information centers look like in the future? People have been asking—and answering, with varying degrees of accuracy—that question probably for as long as libraries have existed, and interest in the topic shows no signs of abating. If anything, it is growing more pronounced.

“The future of libraries has been a topic of conversation for many years, but some of [us] think there is a greater sense of urgency surrounding the topic these days,” wrote Jane Dysart and Rebecca Jones in a post on their Website on March 11. The two information consultants have launched a Facebook page and LinkedIn group to host conversations about the future and are also collaborating with Ken Haycock, an expert in leadership and

organizational development, on a two-day seminar, “The Future of Libraries: Do We Have Five Years to Live?” to be held in Toronto next May.

Later this year, Library 2.0, an online community dedicated to “the future of libraries in the digital age,” will host its fourth annual worldwide virtual conference. And earlier this year, the American Library Association hosted a summit, *Libraries From Now On: Imagining the Future*, at the Library of Congress in Washington, D.C. The conference brought together thought leaders from the library community, educational organizations, federal agencies and foundations that work with libraries to participate in a conversation about the future of libraries.

This issue of *Information Outlook* adds to the conversation by offering two perspectives on the library and infor-

mation center of the future. Jennifer Swanson, a senior market analyst at a technology research and development laboratory, foresees the corporate information center becoming an “extended learning center” that provides training and education opportunities and search and business intelligence tools to organizations. Susan Berstler and Chris Erdman, who work at academic libraries, anticipate a future that incorporates book discovery visualization software, media walls, touch tables, and other emerging interactive tools such as those discussed at LIBERACT 2014, an “unconference” held earlier this year in Calgary.

Both articles envision a future for libraries and information centers that is influenced largely by advances in technology. “The special librarian,” Swanson writes, “may not have an office in the headquarters building; instead, he or she will reside closer to the Information Technology unit and manage the virtual collection as well as a centralized collaboration space, with resources such as the following:

- Enhanced computer systems that use the most advanced technology to analyze data displayed in 3D;

STUART HALES is senior writer/editor at SLA and editor of *Information Outlook*.



- Integrated videoconferencing, instant messaging and Webinar technology available in a meeting/collaboration space; and
- A variety of digital resources available for use by employees anywhere, anytime, and on whatever platform they choose.”

What do these and other technological advancements portend for future librarians and information professionals? What new skills will they need to learn? What new roles will they need to fill? Will their jobs mostly resemble the ones they have now, or will they look very different?

If current research is any indication, the information professionals and librarians of tomorrow will need to be creative—not just individually, but in concert with others. Richard Florida, director of the Martin Prosperity Institute at the University of Toronto’s Rotman School of Management and author of *The Rise of the Creative Class*, says that a growing body of research is demonstrating that successful organizations are those that can most effectively nurture creativity between and among its employees, business units, and customers.

“A company’s most important asset isn’t raw materials, transportation systems, or political influence,” he says. “It’s creative capital—simply put, an arsenal of creative thinkers whose ideas can be turned into valuable products and services. ... Creative capital is not just a collection of individuals’ ideas, but a product of interaction. As University of Chicago organization theorist Ronald Burt has shown, long-term relationships between employees and customers add to a company’s bottom line by increasing the likelihood of ‘productive accidents.’”

How can librarians and information professionals enhance creativity and contribute to “productive accidents” in their workplaces? Jennifer Swanson foresees information professionals looking beyond the corporate library and developing relationships with a wide

variety of stakeholders. These relationships will introduce information professionals to new ideas and open their minds to different approaches to innovation and problem solving.

“Collaboration between companies will become more the norm—one company cannot be all things to all customers—so information professionals will be looking for synergistic resources, partners, and products as well as funding, customers and target markets,” she writes. “The successful information professional will be able to combine multiple skill sets in primary and secondary research, market intelligence, forecasting, and business intelligence as well as excellent communication, team management, negotiation, and other business skills.”

Whether these relationships and abilities will enable information profes-

sionals to overcome budget cuts, staff reductions, and other such obstacles remains to be seen. What is clear about the future, however, is that it will continue to be a source of fascination and concern—one that no number of articles, discussions, or conferences will diminish. **SLA**

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The Future of the Corporate Library

CHANGING TECHNOLOGIES AND INFORMATION NEEDS WILL ALL BUT ELIMINATE THE TRADITIONAL CORPORATE LIBRARY, BUT THE MISSION OF THE CORPORATE INFORMATION PROFESSIONAL WILL REMAIN THE SAME.

BY JENNIFER SWANSON, MLS, MBA, PMP

Much has been written about the future of the library, but the focus has been on public and academic libraries, where the changes are all-encompassing. Trends such as maker spaces, comfortable reading areas, robotic book retrieval, cafés and videoconferencing-capable meeting spaces are leading to a vision of the public/academic library as more of a research and social space, where learning takes place in conjunction with collaboration, exploration and experimentation.

But what about the corporate library? The vision of the public or academic library is not really appropriate for an information center in a business, where budgets are tight and investments must support the direction and strategies of the organization. Granted, some of the changes taking place in public and aca-

demie libraries, such as videoconferencing and collaborative meeting spaces, comfortable reading areas, and new technologies, are applicable to special libraries as well and are happening in many organizations around the world. Overall, however, the trend in corporate librarianship is moving away from the centralized, more traditional library and toward “distributed” services.

Corporate information centers are shrinking as resources become digital; research services are specializing as embedded librarianship grows; and new technologies are opening access to multiple resources and services for the entire organization. Self-service is allowing customers to retrieve their own documents and conduct their own basic research with better tools than just Google and the Internet. Open access to sources will soon be the accepted norm, although trade secrets and intel-

lectual property will become even more important to corporations.

Does all this mean that corporate libraries will eventually disappear? The answer is both yes and no, or, “it’s complicated.” In other words, the corporate library or information center will have to be flexible and change to meet the needs of the organization it supports, and the services it provides must help grow the bottom line. Sound familiar? That vision hasn’t changed in decades and probably won’t for the foreseeable future, but the speed at which these underlying changes occur will become incrementally faster.

The Changing Landscape

A multitude of fascinating paradigm shifts are coming in the next 5-10 years or so, as different disruptive technologies transform the way products are manufactured, designed, funded



JENNIFER SWANSON is a senior market analyst at Charles Stark Draper Laboratory in Cambridge, Massachusetts, where she provides custom research to internal groups. She has 30-plus years of experience conducting competitive intelligence, market research, and many types of analysis and model building in a wide variety of industries. She became a Fellow of the Strategic and Competitive Information Professionals (SCIP) in 2013.

and used. The miniaturization of electronics is leading to wireless sensors and actuators with connections to the Internet, which will enable two-way communication between different products and systems that can assess and sense the environment and communicate necessary changes. The “Internet of things” will manage this two-way communication, thereby changing the way everyday products are monitored, updated, designed and used. Think of remote-controlled, energy-efficient houses, smart appliances, autonomous vehicles, adaptable work spaces—the list goes on and on.

Led by the smartphone revolution, consumer electronics will steadily shrink and grow more flexible, ultimately becoming integrated into everyday life (if they aren’t already). Advanced manufacturing techniques will continue to revolutionize the way products are designed and made, with costs falling rapidly and products being printed in 3D. Many goods will be manufactured and delivered locally on an as-needed basis rather than stored in huge central warehouses, which will cause radical shifts in the supply chain and distribution industry.

Individuals will fund more ideas through the Internet to help creative thinkers bring new products to market, thereby cutting out the middleman and creating demand at an earlier stage in product development. This will lower both development and marketing costs, because companies will acquire knowledge sooner about whether their ideas might be successful and won’t waste resources on things that will not sell.

All of these converging technologies and methodologies are pointing to an exciting future, one in which industries are transformed at every step of the business process—from the ideation and design phases through the supply chain and ultimately to the customer. But how will companies compete and grow in this new paradigm? How can they prepare so that they are positioned correctly in both their traditional markets as well as these new, developing and transforming markets?

The information professional will provide in-depth research services that deliver ‘the answer,’ not a data dump for the client to wade through.

The New Information Center

In 2012, International Data Corp. published some statistics on the growth of the digital universe. According to IDC, between 2005 (when the study started) and 2020, the digital universe will grow by a factor of 300, at which point every person in the world will need to manage an average of 5,200 gigabytes of content. From 2012 to 2020, the digital universe will double in size every two years (Reinsel and Gantz 2012).

This is where the library fits in. It has proven its value in the past as an intelligent purveyor of key research and analysis, and it will continue to do so in the future. Unlike in the past, the corporate library or information center of the future may no longer be a room holding shelves of books and journals, but more of a virtual collection of books, journals, reference sources, databases, and search tools. The special librarian, meanwhile, may not have an office in the headquarters building; instead, he or she will reside closer to the Information Technology unit and manage the virtual collection as well as a centralized collaboration space, with resources such as the following:

- Enhanced computer systems that use the most advanced technology to analyze data displayed in 3D;
- Integrated videoconferencing, instant messaging and Webinar technology available in a meeting/collaboration space; and
- A variety of digital resources available for use by employees anywhere, anytime, and on whatever platform they choose.

As part of the offerings in this new collaboration space, employees will have access to multiple online courses for self-directed education and training,

thereby transforming the library or information center into an extended learning center. In this new learning environment, e-books will alter and disrupt traditional learning by incorporating interactive content, gaming, videos, animation and other methods to enrich the learning experience. Clients won’t need to rent an e-reader, because their tablet/smartphone/computer will automatically download the required documents from a digital service that recognizes the device wherever it is. The service will also recommend additional resources the customer may want to evaluate based on better algorithms than are currently available.

The library or information center of the future also will be a leader in search technology. In 2008, the DaVinci Institute, a futurist think tank, forecast that search technology would become “the heart and soul” of future libraries, and developments since then have confirmed this prediction. “As the format and structure of information evolves” toward metadata and away from MARC, the institute asserted, “librarians will need to position themselves as cutting edge information finders” (Frey 2008). The institute envisioned the use of a centralized “search command center” that will provide access to all available digital resources using emerging search paradigms, such as the ability to search by smell or other senses.

Librarians’ offerings will change as well. Ready reference and document delivery will go away as self-service capabilities become more common. Training will gain in importance, as customers will need to know how to use the new resources to their best advantage. The information professional will provide in-depth research services that deliver “the answer,” not a data dump for the client to wade through.

Additional graduate degrees in fields such as business, engineering, law and even medicine will become part of the job description.

Technical research will continue to support those functions of the company where research and development are critical, but business development support will increase in overall importance. Collaboration between companies will become the norm—one company cannot be all things to all customers—so information professionals will be looking for synergistic resources, partners, and products as well as funding, customers, and target markets. Intellectual property analysis will become a standard tool, but librarians will receive additional training in specific technologies, the patent process, and semantic searching in order to provide valuable, actionable prior art (evidence and information about the uniqueness of an invention before a given date) and market gap research.

These and other changes will require library budgets to support more tools and resources, but few budgets will enjoy any significant increase in size. Therefore, vendors will need to change many of their licensing models to support this new collaborative, explorative environment. Demand for open sources will grow as customers request a wider range of harder-to-find information. Similar to what public and academic libraries have done in the past, special libraries will create consortia to share resources and counteract the continued high prices of digital content.

Content providers, in turn, will start aggregating resources, most likely based on specific subject areas so they can differentiate their products. These aggregated products will include journals, e-books, and reference and database products from a variety of publishers, all within one enhanced search interface. Pricing will be based on the level of analytics by seat: librarians and analysts will have the most expensive access, with in-depth analyti-

cal tools, while corporate users will be able to conduct research and perform analyses, but not on the same level as the information professional.

The New Info Pro

These new tools and products will become increasingly necessary as customers demand complete, analyzed research that provides them with the intelligence to make decisions easily and confidently. This level of research will be more difficult to conduct and will require a deep understanding of business trends, industry knowledge, global issues, technology developments, and government regulations and their effects on markets. Research of this type is more expensive because it takes longer to perform and to present the findings. Strong project management skills will be indispensable to information professionals conducting this research, as will the ability to work closely with customers to balance their expectations of the scope of the research with the time needed to conduct it and the quality of the information to be provided. The final deliverable will be a publishable document, and information professionals with the skills and ability to illustrate the research to highlight the results will grow in value within their organization.

In sum, corporate librarians of the future will need to be expert analysts, marketing strategy consultants, patent research professionals, project managers, and technical specialists, with the skills base to match. The MLS will be the basic entry requirement (more of a “commodity”), and the hiring decision will be based on what else a candidate can bring to the table. The successful information professional will be able to combine multiple skill sets in primary and secondary research, market intelligence, forecasting, and business intel-

ligence as well as excellent communication, team management, negotiation, and other business skills.

Additional graduate degrees in fields such as business, engineering, law and even medicine will become part of the job description. For example, backgrounds in military intelligence have always been a natural fit for those interested in competitive intelligence, but organizations will be looking for an even broader knowledge base. Over time, information professionals will begin to recognize the many advantages that specialization provides, both for their own careers as well as for the organizations that hire them.

There will still be a need for more traditional library services and skills, as the demand for indexing, cataloging, metadata identification and implementation, searching expertise, technical services, and reference will not disappear and, in fact, will probably grow as digitization continues. As noted earlier, collections may become a combination of physical and digital items, with the physical objects consisting of archival materials and other unique items that cannot be digitized. These will be stored offsite from the library/collaboration space but maintained by the library staff.

As the information center becomes the central manager/integrator of organizational records and knowledge, corporate librarians will be required to manage new technology tools and create business processes and standards for use across the organization. This new role will allow them to control mission-critical infrastructure for the company, raising their profile and enhancing their position and importance.

What will not change in the future is the expectation that information professionals should be knowledgeable about core information sources in all formats, able to identify users' needs, proficient in choosing and acquiring the most appropriate materials, and skilled in delivering the right resources to each client community through the right platform and within the right time frame. The additional expertise required

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The Future of Digital Scholarship

LIBRARIES AND MUSEUMS ARE EXPERIMENTING WITH TECHNOLOGIES THAT ENCOURAGE USER INTERACTION AND HELP INCREASE INTEREST IN SPECIALIZED RESEARCH AND COLLECTIONS.

BY SUSAN BERSTLER; CHRIS ERDMANN, MLIS; JOHN BROSZ, PhD; SHAWNA SADLER, MLS; LISA HARDY, MLIS; MARKUS WUST, MLIS; AND MATT BERNHARDT, MArch

Earlier this year, librarians, technologists and faculty from the University of Calgary Library, Calgary Public Library, Harvard Library, North Carolina State University Libraries, and Massachusetts Institute of Technology Libraries came together to share information about their current projects, discuss next steps, and brainstorm future projects. The occasion was LIBERACT 2014, an “unconference” held March 11-12 at the University of Calgary’s Taylor Family Digital Library.

LIBERACT 2014 focused on interactive technologies in libraries and museums, and each workshop attendee was also a presenter. As the conference progressed, a consensus emerged that both cross-university and cross-disciplinary communication and collaboration are needed as staff in libraries and

museums strive to stay current in this rapidly changing field.

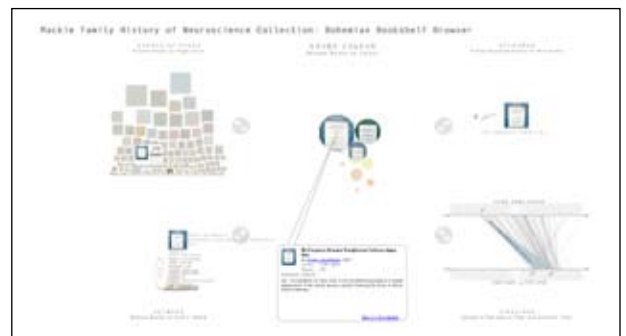
Learning and Research Spaces

Continuing a theme introduced at the LIBERACT 2013 workshop at Harvard, LIBERACT 2014 examined the role that new technologies (both software and hardware) play in creating innovative learning and research spaces in libraries and museums. The following projects were presented and discussed:

Bohemian Bookshelf.

Bohemian Bookshelf (Thudt et al. 2012) is serendipitous book discovery visualization software. It was previ-

ously presented at LIBERACT 2013 and has since been further refined and deployed by John Brosz, Chelsea Ambler, and Susan Powelson of the University of Calgary’s Health Science Library to promote their Mackie Family History of Neuroscience special collection.



Bohemian Bookshelf discovery visualization software.

SUSAN BERSTLER is the information technology coordinator for the Tozzer and Cabot Libraries at Harvard University. **CHRIS ERDMANN** is head librarian of the Harvard-Smithsonian Center for Astrophysics in the John G. Wolbach Library. **JOHN BROSZ** is the visualization research coordinator in the Office of Libraries & Cultural Resources at the University of Calgary. **SHAWNA SADLER** is the director of digital library and innovation at Deakin University in Australia. **LISA HARDY** is the facilities design lead at the Calgary Public Library. **MARKUS WUST** is the digital collections and preservation librarian at North Carolina State University. **MATT BERNHARDT** is a Web developer for the Massachusetts Institute of Technology Libraries. Inquiries about the article can be directed to Susan Berstler at Berstler@fas.harvard.edu.

In addition to being available online, Bohemian Bookshelf is installed on a touch table in a high-traffic area of the library, providing a physical presence for this special collection. The Bohemian Bookshelf's fun, attention-grabbing interface provides a mechanism to attract wider public interest to a collection that otherwise is known only by specialist researchers.

Library Explorer. The Harvard Library UX (user experience) project started when Chris Erdmann began working with LADS, open source software created by Brown University's Graphics, Visualization, & Interaction Group for the purpose of viewing large, digitized artworks. LADS later became Library Explorer (LE), and its promise—to allow patrons to explore, edit and share digital collections—led the Harvard Library to purchase three SUR40 touch tables with PixelSense that had been produced under a short-lived collaboration between Microsoft and Samsung. The touch tables were originally called Surface 2.0, but Microsoft then co-opted the name "Surface" for its new tablet, which was introduced less than six months after the tables first shipped in 2012.



Library Explorer on an SUR40 touch table
(© 2014 President and Fellows of Harvard College).

A lack of vendor support aside, Harvard's experiences with the tables made clear that these new touch technologies are light years away from being plug-and-play devices, but they are still invaluable for experimenting with gesture-based technologies in library settings. The scarcity of affordable and library-specific commercial software greatly limited the functionality of the

tables in the three libraries where they were deployed, but the tables' horizontal surface and ability to support both multiple touches and multiple users made them a huge hit with students, staff and faculty.

A key observation made by the UX project team was that table users exhibited a strong desire to interact with objects and to annotate and share content between the tables and other devices. The experience at Harvard also demonstrated the potential of these new technologies to enhance the discovery of library collections.



The Visualization Studio at the University of Calgary.

Visualization Studio. Another technology presented at LIBERACT 2014 was the University of Calgary's Visualization Studio, which is designed to support e-scholarship, collaboration and innovation. It features a large display wall—explicitly requested by faculty to work with large, high-resolution imagery and big data—and a touch table.

The studio is used by faculty and graduate students for a wide variety of research projects. Examples of studio uses are inspecting and transcribing ancient manuscripts, mapping and presenting community resources, developing new touch- and gesture-based computer interfaces, presenting iOS applications, exploring small details in digital reproductions of paintings, and simulating a command-and-control center for emergency management.

Interaction and Public Display

Both the Taylor Family Digital Library at the University of Calgary and North Carolina State's James B. Hunt Library have made use of new technologies to allow the public to interact with (or, in some cases, add to) displayed content using methods ranging from QR codes to art installations.

Interactive art. The Taylor Family Digital Library has two large media walls, each consisting of eight screens. The screens are used for many purposes, but the most important one is to increase the exposure of research

created on campus.

During LIBERACT 2014, one media wall featured an interactive art installation titled *Toro Envistiendo* by Jean-René Leblanc, a professor at the University of Calgary. The installation uses input from a Microsoft Kinect sensor to select



Toro Envistiendo (© 2014 Jean-René Leblanc).

from looping video clips of an agitated bull. As a viewer moves closer to the screens, the bull charges.

Toro is a favorite of the students and staff and exemplifies the use of technology to highlight current university research in the library. The screens also are a wonderful means of connecting the university to the surrounding community of Calgary and southern Alberta, especially during events such as the Calgary Stampede.



Places & Spaces exhibit utilizing Christie's MicroTiles (© 2014 North Carolina State University Libraries).

Video wall remote. When the James B. Hunt Library opened in 2013, it quickly drew attention for the variety and sophistication of the content creation and visualization technologies it offers students and faculty. Among the library's most prominent technological features are five large public display walls that utilize Christie's MicroTiles technology for a variety of purposes, such as promoting library services, showcasing faculty and student work, and displaying digital art.

Only one of the walls is touch-enabled (thereby allowing users to directly interact with the content on display), so library staff have been experimenting with ways of adding interactive capabilities to the other walls. One promising approach has been the creation of Web-based "remote control" pages that users can access through the Web browsers on their mobile devices. Using standard Web technologies such as WebSockets, these remote control pages can exchange data with pages shown on the display walls and allow

users to select and control content. An early example was a select page for an exhibit of scientific data visualizations that was on display in October 2013 (see news story at <http://news.lib.ncsu.edu/2013/10/15/choose-your-own-adventure-at-places-spaces-exhibit/>).

One project under development is an application that was inspired by Matt Bernhardt's presentation at LIBERACT about the publication of 3D models. The application will display galleries of 3D models on one of the Hunt Library video walls (the models were submitted by users of the library's 3D printing service). Using a mobile device, visitors will be able to select a specific model and rotate it as well as zoom in and out of the display.

Touch table applications. Lindsay Sharmin, curator of the University of Calgary's Founders' Gallery, has incorporated two different touch table applications into the gallery's shows.

One, Library Explorer, was discussed previously; the other, Eleven Women Facing War, was a Web page that was quickly redesigned and adapted for use on the touch table. While the Web page provided a more stable user experience than Library Explorer, Lindsay expressed needs for additional content creation on touch tables, better table reliability, additional security functionality, and more customization options for presenting imagery and videos.



Eleven Women Facing War (photo by Dave Brown, Univ. of Calgary LCR Photo Services).

Additional Presentations

Digital fabrication in academic libraries. Matt Bernhardt argued that digital fabrication as a library-integrated service is much more complex than merely offering 3D printing. The question, then, is how library offerings such as reference and finding, data management, and repositories fit with digital fabrication? Can libraries work together to create a shared discovery platform for 3D files?

Public library use of interactive technologies. With a network of 18 locations in a city whose population is growing faster than its infrastructure can keep pace, the Calgary Public Library is looking at service delivery options that will allow patrons to connect with the library and each other in non-traditional settings. Library staff are currently working to design an "open" library in a recreational facility that will offer self-service options and provide an interactive experience to connect virtually with library staff and resources. The unique quality of this space is that it will be unstaffed during some operating hours, requiring visitors to self-direct their activities. An application that allows visitors to browse, discover and borrow in an open environment, as well as share and collaborate with others, is being explored.

In other locations, the CPL is investigating similar applications that will provide an interactive experience even when the library is closed. LIBERACT participants agreed that there is potential for public libraries and universities to collaborate on the development of interactive and touch technologies to engage and enlighten library users. Public libraries, with their diverse user groups and service offerings, also present a valuable opportunity for researchers to observe and study the use of interactive technologies.

Faculty advances with new technologies. Not surprisingly, the two presentations by University of Calgary faculty members included some of the most forward-thinking ideas about technology, library collections, data visualization and more. Sheelagh Carpendale and Stefania Forlini discussed the processes

they followed and the challenges they encountered in designing interactive visualizations to further exploration and research into library collections.

Carpendale's presentation included a quote attributed to Henry Ford: "If I had asked people what they wanted, they would have said faster horses." Though Ford may or may not have said that, the quote's relevance to attempts by today's library administrators to budget and plan for the needs of future patrons is clear. Usability studies based on current library practices can only go so far, so collaboration with technology visionaries is needed.

Carpendale raised the issue of what she called "data barons" and "data serfs." At the University of Calgary, her close relationship with the Taylor Family Library helps bridge this divide. There is a role for libraries to play in helping ensure wider access to big data and the tools needed to analyze it in a meaningful way.

Tied to the collection of data is the visualization of data. Stefania Forlini spoke of her work with the university's Bob Gibson Collection of Speculative Fiction to develop a data visualization tool that allowed users to browse, analyze and search this special collection in a non-textual manner. Paying attention to faculty research projects and student classroom needs as they relate to library collections can help libraries make informed decisions regarding new software and hardware purchases. Closer communication between faculty, librarians and technologists during this process is vital.

Recurring Themes

Communication, collaboration and cost. Communication and collaboration as cost-saving measures, both within a university and/or across institutions, were discussed frequently at LIBERACT. In this age of tight budgets and spiraling collections costs, it is important that decisions regarding technology spending be made intelligently while acknowledging the need for such investments so that library patrons can fully participate in digital scholarship.

Sharing information about institutional experiences with emerging technologies can be a cost-saving measure. Chris Erdmann and Susan Berstler's experiences with the SUR40 touch table with PixelSense echoed the problems experienced at the University of Calgary with their touch tables. The bumps and grinds being experienced at MIT with their pilot digital fabrication program can perhaps be lessened by learning from the Hunt Library's experiences at North Carolina State.

Staff, training and IT support. Successfully integrating new technologies into libraries and museums comes at a cost. Both patron support and faculty collaboration depend on institutions hiring and training adequate staff, including librarians and technologists. One successful aspect of the University of Calgary's Visualization Studio is the dedicated support of a staff member who provides the facility with both technical and research expertise and credibility, thanks to his advanced degree in computer science. At Harvard, discussions about the upcoming renovation of the Cabot Science Library have included not only architects, project managers and librarians but also IT specialists as well as faculty from across the sciences, arts and humanities.

New Ideas and Next Steps

More libraries and museums are taking the leap and investing in interactive technologies. For example, Deakin University in Australia has just opened a new library at its Geelong Waterfront campus. The library includes an interac-

tive space created by five touch screens on pivots, with directional speakers. Much of the content displayed on these screens is drawn from the library's collection and is used to market and promote awareness of image-based collections. The screens invite viewer participation, such as in the accompanying image, where great works of art are presented in a gallery-like setting with touch-screen buttons below the exhibition.

Workshops such as LIBERACT 2013 and LIBERACT 2014 have helped lay an important foundation for much-needed collaboration between libraries and museums in areas such as gesture-based technologies, digital fabrication and discovery, interactive devices, and data visualization. Discussions are under way for LIBERACT 2015. **SLA**

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Interactive presentation at Deakin University's Geelong Waterfront campus (© 2014 Deakin University Library).



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10 Questions: Sam Wiggins

A CONFERENCE STIPEND FROM THE SLA EUROPE CHAPTER PUT SAM WIGGINS ON THE FAST TRACK, AND HE'S MAKING THE MOST OF HIS OPPORTUNITY.

BY STUART HALES

The SLA Annual Conference & INFO-EXPO is SLA's highest-rated product or service—more than three-quarters of respondents to this year's member survey said they find it “useful” or “very useful.” SLA members like the conference because it provides them with unparalleled opportunities to learn, network, share ideas, and conduct business. Many SLA chapters and divisions like it as well, in part because it allows them to offer stipends and scholarships to help send newer members to the conference and engage them in association and unit activities.

The SLA Europe Chapter, for example, collaborates with several SLA divisions to offer Early Career Conference Awards (ECCAs). Each ECCA is designed to cover the cost of conference registration, hotel lodging, airfare, meals, and appropriate incidental expenses. Award winners are assigned to the SLA division to which they applied and are paired with a mentor from that division.

In 2011, the Europe Chapter bestowed ECCAs on four young infor-

mation professionals, including Sam Wiggins, who was then enrolled in the library program at the University of Sheffield. Before starting his program, Sam had been a graduate trainee at Norton Rose LLP, so his ECCA was co-sponsored by the SLA Legal Division.

Receiving the award and attending SLA 2011 put Sam on the fast track. In 2013, he was elected president-elect of SLA Europe; earlier this year, he was named an SLA Rising Star. The Rising Star Award is presented annually to outstanding new SLA members who show exceptional promise of leadership in, and contributions to, SLA and the information profession.

Information Outlook interviewed Sam in Vancouver, Canada, prior to the opening of the SLA 2014 Annual Conference & INFO-EXPO.

Three years ago, while still studying for your library degree, you received an Early Career Conference Award from the SLA Europe Chapter to attend SLA's 2011 Annual Conference & INFO-EXPO in Philadelphia. Do you think you'd be a leader in the SLA Europe Chapter and a new SLA Rising Star if you hadn't received that stipend back in 2011?

It was definitely a big catalyst. I don't think I would have become involved, certainly not to the same extent, had it not been for the Early Career Award.

I was aware of SLA, and whilst I might have joined anyway, I doubt that I would have made the most of my membership or really understood how SLA Europe fits into the broader context of SLA. There is a chance that I may not have become involved in the Legal Division either, incorrectly perceiving it as being solely focused on the United States. The ECCA was certainly a big boost in



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helping with my awareness of SLA and understanding how all the components relate to each other.

The other big thing that the ECCA gave me was confidence. Being asked if I would like to get involved in my chapter and division following the conference made a big difference. As a new professional, you don't always feel like you have a lot to contribute, yet I think new professionals have a fantastic amount to bring—they have so much enthusiasm and so many new ideas, they can see where the information profession might go, and they aren't hindered by the restraints of past mistakes.

The Early Career Award gave me the extra confidence to say yes when I was asked to be involved. Having seen what I would be involved in following the conference was an extra bonus.

What made you decide to become a librarian in the first place? Was it something you always knew you wanted to do?

As with a lot of people who become librarians, some of it was accidental. I had worked in my local public library for a couple of years, but I never really had a wider awareness of the fact that you could take it further, that you could be a librarian as a fuller profession with a graduate degree.

I studied history at university, and when I graduated in 2009, I started looking for work. There's kind of a conveyor belt for arts graduates—if you majored in history, you go into consultancy or become a lawyer or go to graduate school. I did a couple of work experience events with law firms and realized that whilst I liked the legal information side of it, the day-to-day work was not something I was interested in. So I started looking at library jobs and saw that there was a graduate trainee role in a law firm library. I thought I'd give it a go for a year and see how I liked it, and I've not looked back since!

That one year in a grad trainee role really allowed me to see where I could go in the profession. I got to meet senior people who had done the MA or the MSc. I saw the breadth and diversity

of work that was available and realized there isn't such a thing as stereotypical library work.

When and why did you get involved in SLA?

Whilst studying for my MA in librarianship at Sheffield University, I was quite fortunate that our course leader was very proactive about trying to get us involved in professional organizations and to apply for awards and bursaries. That kind of pushed me to apply for the ECCA, so I did.

On the back of that, my mentor as part of the Early Career Conference Award asked me if I would like to get involved in SLA, and I said I did. I was kind of hooked from there. I had done some event management work as an undergraduate for a history society, so I thought the Events Committee would be a good first fit for me. I started out on that committee, then joined the chapter board of directors and am now the president-elect.

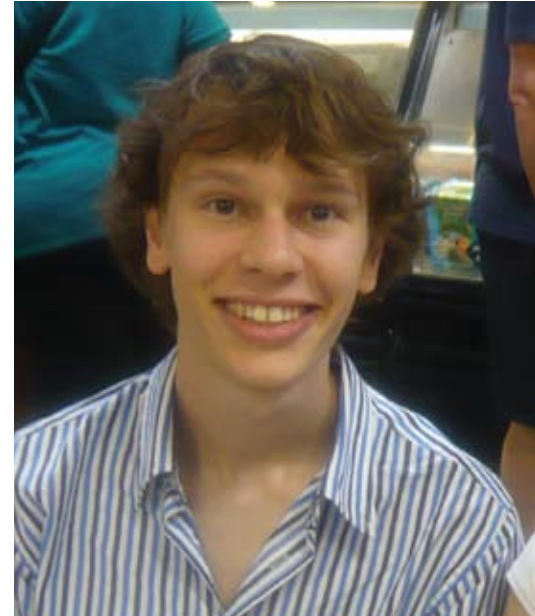
Yes, you've risen quickly—you're the president-elect of SLA Europe, though you're only three years out of library school. Are you concerned about taking on such a large responsibility at such an early stage of your career?

I'm of the opinion that age doesn't matter that much. Whilst I perhaps don't have the contacts that some of the more experienced members might have, or simply an understanding of how things work, that could be the same scenario with anyone joining the profession at any age or any point in their career. The bigger challenge is how much you commit yourself and the enthusiasm you're able to put in to get the most out of it.

That, I suppose, is the one area where being early in my career is a benefit. If I were in a more senior position, I might have more demands on my time from my job or from family life. Being younger, I have some spare time that I can dedicate to professional organizations like SLA. I suppose that's the trade-off.

What key challenges is SLA Europe facing, and what do you hope to accomplish during your term as president?

A big challenge we have is the geographic disparity of our members. There is a large concentration of members in London at the moment, and a wide



Sam Wiggins

scattering across other locations. We've worked quite hard to grow elsewhere, and we have a fantastic set of members now in Edinburgh and Ireland. We're trying to grow in mainland Europe—it's somewhere we would love to expand and will try to support through Webinars and other events. We're lucky to have some very dedicated members of our chapter who will hopefully make this possible.

The other challenge we have is making sure our members feel connected, especially where there is that geographic disparity. If an individual is far away from other SLA members, how can we make them feel involved and connected?

I think one way we can possibly do that is through greater collaborations with sister organizations in Europe. For example, we recently coordinated with the British and Irish Association of Law Librarians and with CLSIG—a subgroup of CILIP, our equivalent of ALA—to put

together a New Professional's Day to highlight the work of libraries in special sectors. We also used this approach to put on an event in Manchester in coordination with the Manchester New Library Professional Network (MNLPN). We have some SLA members there, and MNLPN has local expertise in terms of venues. It was quite successful, and it's a formula we hope to repeat.

If we can partner like this with other



Sam (back row, center) at an SLA Europe networking event in London. Seated are SLA President Kate Arnold and SLA CEO Janice Lachance.

local bodies, it will not only bring a sense of connection to SLA, but cohesiveness to the library profession as a whole. It's good for our members because they get stronger and more regular events, and it's good for the profession at large.

While we're on the subject of SLA Europe, a former president of the chapter, Kate Arnold, is now president of SLA—the association's first president from outside North America. How meaningful is it for SLA to have a president from outside North America? Is it largely symbolic, or does it go deeper than that?

It makes a big difference. It highlights SLA in a very different way; it shows that we truly are international. And for those members outside North America, it shows a commitment to a global agenda. So it's not just for show—there is something concrete there.

I think it brings a lot of strength to the association as well. If we're facing

challenges with membership growth, a fantastic way to grow is to look outside where we've been traditionally based. We're still maintaining our core base, but expanding it and helping to secure the future of the association.

In Europe itself, I think it's made a big difference, and certainly it's made an impact on the Europe Chapter. It makes us feel like we can get involved and have an effect, that we're not just a local body that's across the Atlantic. There is a genuine connection there and it has really solidified, even more so since Bethan Ruddock was elected an SLA director.

So I think it has strengthened both the Europe Chapter and SLA as a whole. And hopefully it showcases the other chapters as well—Australia and New Zealand, Asia, the Arabian Gulf. The international element of Kate's presidency benefits everyone. This year's slate of directors further accentuates SLA's global nature, with nominees from New Zealand, Oman and Canada.

The whole information profession today is global in nature; there's an international element to everything we do. I can't believe anyone in the association looks at the materials they deal with on a day-to-day basis or the key stakeholders of the organizations they serve and doesn't find someone who works abroad, material that's published abroad, an international vendor, or someone down the corridor who's from a different country. It's too pervasive not to be aware of.

In addition to your roles with the Europe Chapter, you serve as the ethics ambassador for the SLA Legal Division. What, exactly, is an ethics ambassador, and what do you do?

First and foremost, the role of an ethics ambassador is to remind members of the wider code of conduct and ethical behavior within SLA. But I've taken the view that my role isn't just to remind people that SLA has a code of conduct—I see it very much as promoting how librarians and information professionals should conduct themselves on

a day-to-day basis. So I've been writing quarterly updates for the Legal Division that highlight ethical dilemmas and various areas of ethical debate.

For instance, my last piece was about being ethical toward yourself in terms of managing your time, not pushing yourself, promoting mental health awareness, and conducting yourself on a day-to-day basis to make sure you're happy and content. I've also highlighted areas such as copyright issues, ethical behavior relating to individual users, and how to conduct yourself within your organization—how to approach yourself and others ethically and how to promote the library within your organization in an ethical manner. And it's not just that: it's also being ethical in terms of representing your library and putting it forward well, getting involved in a wide range of ethical behavior in relation to charity work, and generally supporting the profession as a whole.

Ethics is something that's always there in the back of your mind. It underpins so much of what we do. You cover a lot of the issues when you do your master's or post-grad coursework, but when you go into practice, it's so easy to . . . you don't forget about it, but you don't consciously think about it. Being an ethics ambassador serves as a way to help remind people to reflect on what we do and how to go about it the best way.

With all of the responsibilities you've assumed and all of the honors you've received, are you concerned that you're setting the bar so high so early that you may not be able to meet everyone's expectations (or your own) later in your career?

No, I'm not. (*laughs*)

At the moment, I'm doing a lot with SLA because I genuinely enjoy it. I think that's important, because if I didn't enjoy it, I wouldn't be able to put the time and commitment into it. And I don't see my enjoyment waning, because I love the profession and what I do, and SLA is a great place to explore and pursue my passion.

It's a great privilege and an honor to

be able to do all these things. We're very lucky, in our profession, that we have a place where we can do them—a place with a supportive network and like-minded colleagues where you can put ideas forward and develop them.

I'm very lucky that my line managers, both current and past, have been very supportive of my involvement in SLA. They recognize that my commitment to SLA and other professional organizations feeds back into what I do on a day-to-day basis. And I don't see that value changing. So in that regard, I don't think there will be any fading, because I genuinely enjoy my involvement and derive a lot of joy from it.

Your favorite hobby is taekwondo, which seems like an odd pursuit for a librarian. How do they complement each other?

The main area where there's a lot of overlap is in training and teaching others. A lot of what we do in our day-to-day information roles is training and teaching. I help teach the lower grades in my local club, and there's a lot of synergy there, so I've been able to pick up skills from teaching taekwondo to use in training at work.

I suppose the other big synergy between them is the never-stop-learning aspect. In taekwondo, you can always learn from someone, whether they're junior or senior to you. I think it's the same way in the information profession as well. You're never at a final point; you're never at the point where you know everything, where that's it and you're done. There's always something you can try to improve upon.

One of the tenets of taekwondo is indomitable spirit—not giving up, always keeping going. That's something that I think feeds well into librarianship and certainly in terms of inquiry work, where you're trying to track something down for someone. That attitude of tenacity, of trying to keep going and find something, pays off quite a lot.

As you look ahead over the next 10 years or so, where do you see your

career path taking you, and how do you see the library and information profession evolving during that period?

I was actually asked this same question about three months ago, in a job interview just before I got my current position. *(laughs)*

I want to still be involved in SLA, because I enjoy it very much. And I'd like to continue with my work—what I'm doing at the moment.

I think this is a hard question because so much can change so quickly, and certainly that's the case with information work. The scope of products you deal with is constantly evolving, user demands are always evolving, and how your library or information center puts forward its services and the kinds of services it provides is always changing. So I think trying to fix what you're going to be doing in 5 or 10 years is really tough, because if you pin down what you're going to be doing in 5 years, everything may change by then. The ideas that you have may be completely obsolete by the time you get to where you thought you were going to be.

If I look back at what I was doing five years ago, I was still in my final year of university and would have had no idea of where I would be today. So I think it's nice not trying to fix to a definite point.

As for the information industry as a whole, I think it will continue to strengthen itself. I think there's going to be a lot more internationalization, certainly with regard to the provision of information. Vendors are growing and combining; there's going to be a lot more sharing of information across continents.

But then, looking back 20 years, I'm

sure someone then would have said something similar. So the same trends and topics, and the same underlying problems, keep circling back around. But the tools and strategies we use to tackle these trends and problems change over time, based on the technologies that become available. I'm sure the same topics will come up again and again, so I think it's just going to be the way we tackle them that changes.



Sam spars at the 2012 European Taekwondo International Championships in Krakow, Poland (photo by Burton Yan).

Maybe the big change will be how professional organizations structure themselves. Coming out of the last recession, budgets are still tight and people are still thinking about which organizations they will join and where they will spend their professional development money. So I suppose that might be the biggest change in the next 5 or 10 years. **SLA**

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**I'M ON A MISSION TO CHANGE, CHALLENGE AND EVOLVE.
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Gaining Insights from SLA Fellows

SLA Fellows are a diverse lot, but their ideas and insights have a universal appeal to them, as Dennie Heye learned from interviews.

BY DENNIE HEYE, MA

When SLA President Deb Hunt called me early in 2013 to tell me I was to be named an SLA Fellow that year, I was very honored. Fellows are those members of SLA who are in mid-career and have made important contributions to the association and profession.

I had always looked up to SLA Fellows, as they were role models for me. As a new SLA Fellow, I decided to see what I could learn from them. I asked them to tell me what they had learned, and I published a series of short interviews with them on the *SLA Europe Blog*. In this column, I will share some of the wonderful ideas and advice I collected, grouped by topic.

The Role of the Information Professional

"To be a disruptive influence, information professionals must think assertively, possibly even aggressively. We're not merely providing information—that's way too passive a statement. Our job is analysis and insights. It's understanding what's important to our employers and interpreting information for them so that it's actionable. We're in the decision business."

Marydee Ojala

"If we work for corporations, then we need to look at what new lines of business the company is embracing and how we can leverage our expertise in creative ways. Don't wait to be asked. Come up with a plan and pitch it to the most senior person within the appropriate business unit, or go beyond the plan and develop a service, then pilot it to the appropriate business unit. Decision makers need information, [but] they often don't know what they need or even that they need it."

Martha Foote

"Instead of being a warm body at faculty meetings or retreats, a librarian should be more outspoken, more interactive, and one of the key components of a five-year curriculum planning team for a school. A librarian should be one of the keynote speakers at faculty retreats. Using current technological tools such as Piktochart, Easel.ly, [and] Infogr.am, a librarian should create infographics and share vital information with research communities."

Wei Wei

"Nora Paul was the first person I met

in the library world who realized what a big change was about to happen to us thanks to new technologies. She outlined the list of role swaps we were about to undertake. [It's] amazing how right she was.

- From waitresses to tour guides—moving from serving up information to pre-packaging it and adopting a more proactive role.
- From transactional to transformational—evolving from 'Do you have...?' to helping out in production and news areas.
- From clerks to coaches—transitioning from being keepers of dusty files to being consultants helping others organize information.
- From 'I have it' to 'I know who has it'—encouraging the practice of sharing and improving knowledge.
- From supplicant to pitchman—replacing 'I'm not worthy, can I serve you?' [with] being more confident about what we can offer."

Kate Arnold

The Visibility of the Information Professional


"SLA should yell loudly 'Marketing, marketing, marketing!' when thinking about its image. In the future, SLA should not only emphasize its name or dressing for success (I don't mean they are not important), but also should sharpen its tone and shape its world image in order to truly convey who we are as a profession in the current environment, and what we can do and show to the world of information science."

Wei Wei

"I worry about our ability to communicate—specifically, enabling members to converse in appropriate vocabulary with users and bosses. We're not great



DENNIE HEYE is a business analyst at an international energy company based in the Netherlands. He was named Information Professional of the Year by SLA Europe in 2008 and was appointed an SLA Fellow in 2013. That said, he can still tie his own shoelaces.



at explaining what we do in words that resonate with users and bosses, and I'd like us to change that. Then, perhaps, our skill set and experience will be valued more appropriately."

Kate Arnold

"We're supposed to be the information experts, yet we're not recognized as that by many of our employers, by the public, or by the media. We should be in the forefront of Internet technologies, of digitization projects, of freedom of access to information, of setting information policies, of technical prowess. Too often, we're not. We're shunted off to the side. Our opinions are not considered valuable. We're not consulted. We don't insist on being front and center. But how prepared are we to be the public face of the information age? We must have something to say and be able to say it forcefully and memorably."

Marydee Ojala

The Future of the Profession

I hope these comments will get us moving in the right direction and encourage us to work together on a bright future for information professionals. I'd like to end with two quotes from SLA Fellows about the future of our profession.

"I am excited about the future of our profession as I see new and innovative ideas and tools come into play. Our colleagues are taking advantage of technology and pushing change but not losing our patron/customer/client focus, which can be challenging when much is accomplished virtually."

Marlene Vogelsang

"The physical library may decline in importance, possibly even disappear, but the librarian will remain. It's the librarian that makes a library, not the other way around."

Marydee Ojala

The Future of the Corporate Library

Continued from page 12

for future success will help information professionals evolve, but the basic skills that have served us well for many years—critical thinking, communication, collaboration, and creativity—will still be important. Susan Hildreth of the Institute of Museum and Library Services calls these skills the "Four C's" (Matthews 2012), and while they apply to any information professional in any type of environment, they should become a mantra to guide special librarians when making decisions on how best to serve their constituents.

In addition, it will still be important for special librarians to build relationships with customers and executives so as to acquire more knowledge about the organization and its strategic focus. And it will become even more critical for them to get involved in major projects and corporate teams so that the organization can benefit further from their skills set and their relationships across the company. Perhaps more so even than some executives, information professionals know what different units and teams in the organization are working on, and they should use this knowledge not only to lend their insights to their employers but also to connect people working on similar projects.

Changing Skills, Consistent Mission

Assuming they have the necessary skills, the ability to be flexible and change with the times, and the tools to do their work efficiently and effectively, corporate librarians of the future will still provide a competitive advantage to any organization. The library or information center they lead may be virtual rather than physical, and their focus may be related more to needs assessment, training and outreach than to managing and housing a collection, but the mission of the information professional won't change.

As long as corporate libraries and information centers continue to add value to their services and help their organizations achieve their strategic goals, they will thrive. Quantitative metrics will help prove the value of the library/collaborative center of the future just as they do today, although they may need to change to remain relevant—for example, tracking the number of walk-in customers will probably not be useful any longer. What will likely be most useful is asking customers how they used the information they received and how much money they saved or generated with that knowledge. The answers to these questions will generate data that will qualitatively and quantitatively show that the information center is a major positive contributor to the organization's bottom line. **SLA**

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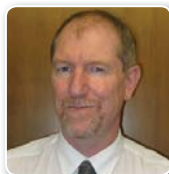


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Are We Experts?

Our field is too complex to know everything about it. Know where your expertise lies and how it aligns with your clients' needs and talents.

BY STEPHEN ABRAM, MLS

Are librarians actually experts? If so, what are we expert at? What is our expertise?

(Irony alert: liberal use of Google and Wikipedia to follow. Is that what “information experts” do?)

The *Oxford English Dictionary* (accessed through Google) tells us that *expert*, when used as a noun, means “a person who has a comprehensive and authoritative knowledge of or skill in a particular area.” Synonyms include *specialist*, *authority*, *master*, *wizard*, and *aficionado*.

When used as an adjective, *expert* means “having or involving authoritative knowledge.” And the *OED* (again via Google) defines *expertise* as “expert skill or knowledge in a particular field.”

Wikipedia, that engine of crowd-sourced expertise of variant quality, says the following about experts:

An expert is someone widely recognized as a reliable source of technique or skill whose faculty for judging or deciding rightly, justly, or wisely is accorded authority and status by peers or the public in a specific well-distinguished domain. An expert, more generally, is a person

with extensive knowledge or ability based on research, experience, or occupation and in a particular area of study. Experts are called in for advice on their respective subject, but they do not always agree on the particulars of a field of study. An expert can be believed, by virtue of credential, training, education, profession, publication, or experience, to have special knowledge of a subject beyond that of the average person, sufficient that others may officially (and legally) rely upon the individual's opinion.

Experts have a prolonged or intense experience through practice and education in a particular field. In specific fields, the definition of expert is well established by consensus and therefore it is not always necessary for individuals to have a professional or academic qualification for them to be accepted as an expert. In this respect, a shepherd with 50 years of experience tending flocks would be widely recognized as having complete expertise in the use and training of sheep dogs and the care of sheep. Another example from

computer science is that an expert system may be taught by a human and thereafter considered an expert, often outperforming human beings at particular tasks. In law, an expert witness must be recognized by argument and authority.

So I ask you, what are special librarians and information professionals “expert” at? What is our expertise? Said another way, if we were called upon to testify in a court case, how would we represent ourselves? When do we qualify as an expert witness? Again, here is what Wikipedia has to say:

An expert witness, professional witness or judicial expert is a witness who, by virtue of education, training, skill, or experience, is believed to have expertise and specialized knowledge in a particular subject beyond that of the average person, sufficient that others may officially and legally rely upon the witness's specialized (scientific, technical or other) opinion about an evidence or fact issue within the scope of his expertise, referred to as the expert opinion, as an assistance to the fact-finder. Expert witnesses may also deliver expert evidence about facts from the domain of their expertise. At times, their testimony may be rebutted with a learned treatise, sometimes to the detriment of their reputations.

That said, are we expert upon graduation? Or is something more needed? What distinguishes a novice, newbie, or intern from a fully performing expert in our field? What lines are crossed when we move from student through

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graduation and first job to full expert? Is this what those job advertisements mean when they require 5-10 years of relevant experience?

The Context of Teams

So, back to this column's title. Are librarians actually experts? If so, what are we expert at? What is our expertise?

We seem to meet the criteria for being experts: we have an accredited education, a valued credential, experiences and abilities in an occupation, and, indeed, a profession, a calling. But what is our expertise, how do we communicate it, and what territory can we rightly or realistically claim? What do we want our clients to know about our expertise?

First, let's think a little bit about what experts derive from being perceived as such. As an expert, you derive some benefits from being perceived as such. These include public respect for your skills, a moderate understanding of what you bring to the table, some simple trust in your competencies, and, in some cases, additional compensation if you're an accredited professional (e.g., a lawyer, doctor, engineer, or therapist). You also may bypass hiring hurdles such as employment tests based on your education and credentials. These are all good things.

Now, what is our expertise, and what territory can we claim as our own? We may have a foundation of expertise and a shared philosophy of librarianship that underpins being an information professional. That said, the age of generalists has ended, if for no other reason than

no one librarian can know all aspects of librarianship, even in a defined sector. The age of specialization is upon us.

We are a complex field, and sometimes we might confuse our sector, industry, or field expertise with the expertise of "information." Our complexity runs the

gamut, with information professionals having expert status in metadata, reference, research skills, scholarly publishing, negotiation, or design. The full list is too long to enumerate here.

So, how can we best put our expertise to work in a technological field? No doubt technology is not the place for lone wolves, notwithstanding the Steve Jobs or Mark Zuckerberg mythology. It's a team effort, and no one person can hold all the keys.

So, we must represent our expertise—and expertness—in the context of teams. Many IT/IS folks are pretty expert in related areas, but our teamwork with them on user experience, research competencies, metadata, ontologies, taxonomies or other topics can be critical to success. We all have stories about situations where our experience, talents and expertise were demonstrated by asking the right question or clarifying an information need or process that turned the research in the right direction. Many of us have great stories about our impact on the work of clients in our organizations.

Sadly, I don't have a simple and concise explanation for what makes us all experts (Rats!), but I do believe that we are. When asked, I say, "I know how to orchestrate information so that knowledge happens seamlessly." I've discovered that, for me, this can generate a better conversation than the "L" word.

I also believe that we're too deferential and don't promote our expertise consistently enough. A lot of what we do

looks like magic, because it happens in our heads and through experience with us rather than as the result of some tangible process. Therefore, it behooves us to make sure we have better strategies for representing our contributions to our employers' successes. Off the top of my head, here are some tips that work for me:

- Know deeply what your expertise is and isn't AND how it aligns with your clients' needs and talents.
- Don't be arrogant (that's harder than you may think!), but do be confident.
- Tell stories and back them up with data, measurements, facts, and proofs (not the other way around).
- Collect testimonials (even through regular reference, questions, or project surveys) and use them with your clients' peers.
- Keep text tight, and use visuals and graphics for impact.
- Build relationships on many levels—friendships, colleagues, acquaintances, professionals, peers, and so on.
- Have something more than just an elevator speech (but have that, too).
- Eye contact, eye contact, eye contact!
- Use the right body language—reflect the listener.
- Use the right words for the situation. Avoid jargon.
- Communicate the efforts and decisions you made in delivering the results. Don't assume your clients know already.
- Align with your culture visually and in words and actions.
- Chill out, relax, get comfy, and remain approachable. **SLA**

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